



Statewide Academic Program Review Three-Year Follow-up Report

Missouri Department of Higher Education

• April 2014 •



Executive Summary

In 2010, at Governor Nixon's direction and with the approval of the Coordinating Board for Higher Education, the Missouri Department of Higher Education undertook a review of the complete academic program inventory at each of the state's four-year and two-year public institutions of higher education. MDHE staff conducted the review according to a methodology developed by MDHE in consultation with the chief academic officers of both the two-year and four-year sectors. The methodology was grounded in existing CBHE policy regarding program review but modified to meet the constraints of time and resources available for completing the special review.

Among the many recommendations in its report to the governor and the CBHE, MDHE recommended that some programs would need a follow-up review in three years. The purpose of the three-year follow-up evaluation was to monitor borderline programs and to assess the effect of Development plans to improve retention and matriculation of students within a given program. For others programs, the follow-up was intended to assess the effectiveness of strategic plans developed by the institutions to improve student retention and degree production. For still others, the intent of the follow-up was to examine the effectiveness of novel approaches to low degree productivity, with the expectation that successful approaches might be exported to other institutions and other programs. Finally, the evaluation gave institution officials an opportunity to provide justification and documentation for continuing low producing programs.

MDHE staff has completed its review of 169 programs distributed among 21 institutions. Each institution provided complete documentation and rationales for decisions to retain, delete or change their programs. MDHE assessed the institutions' rationales and in some cases requested more documentation. Of the 169 programs under consideration, 34 now meet productivity requirements, 15 programs have been deleted, and five have been inactivated. The remaining 117 programs were identified for retention.

Institution	Number of programs reviewed	Number of programs that meet criteria	Number of programs to be deleted	Number of programs to be inactivated	Number of Programs Retained*
Harris-Stowe State University	6	0	0	1	5
Lincoln University	17	1	2	0	15
Missouri Southern State University	7	2	1	1	4
Missouri State University	20	15	2	0	3
Missouri University of Science & Technology	6	1	0	0	5
Missouri Western State University	3	1	0	0	2
Northwest Missouri State University	34	3	4	0	27
Southeast Missouri State University	9	0	1	0	8
Truman State University	3	0	0	0	3
University of Central Missouri	14	6	1	0	7
University of Missouri-Columbia	13	0	0	0	13
University of Missouri-Kansas City	5	3	0	0	2
University of Missouri-St. Louis	1	0	0	0	1
Total	138	32	11	2	95
* Some programs have been combined to create larger new programs with options or strands.					

Table 1.2: Summary Table for Two-Year Sector					
Institution	Number of programs reviewed	Number of Programs that meet criteria	Number of programs to be deleted	Number of programs to be inactivated	Number of programs retained
Crowder College	7	0	0	3	4
East Central College	9	1	2	0	6
Jefferson College	1	0	0	0	1
Moberly Area Community College	3	1	0	0	2
Missouri State University-West Plains	7	0	0	0	7
North Central Missouri College	2	0	0	0	2
St. Louis Community College	1	0	1	0	0
Three Rivers Community College	1	0	1	0	0
Total	31	2	4	3	22

Institutions provided documentation to support justification categories. Examples for each category follow:

Sharing Courses/Faculty (12%) and Collaborative Arrangements (8%)

Institutions documented how specific programs' coursework was shared with other programs and faculty. In some cases programs had no unique courses and in others their courses were heavily used by other programs. The loss of the program and the associated faculty would have created a void and extra expense that outweighed any benefit to deleting the program in question. A rationale category that could have been lumped with the Sharing Courses/Faculty are those programs involved in collaborative relationships and consortiums where, in most cases, more than two institutions worked together to fill a need for specialized faculty as well as to combine student enrollment into a larger class. These arrangements make it possible for faculty to have time to teach other courses and make programs more efficient. It also makes it possible for students to receive specialized coursework that they would not have been able to find at the institution in which they are enrolled and productivity thresholds are increased for the program in general with each institution receiving the benefit of total graduates.

Unique need (12%)

Institutions documented situations where a need existed for a specific small group of individuals, such as firemen, police officers, security personnel, certain technical positions and other unique non-traditional needs. For instance: Truman State University's Russian program provides unique access to "students who speak their parents' first language at home, but who need instruction to attain the level of more formal, literary language". The Russian program serves this constituency as well as the traditional language student. Further there is a Unique need in the nation for experts in the Russian language which has been categorized as a critical language by the Departments of State and Defense.

From a different perspective, there is a Unique need to provide continuing education to specific career groups, such as Criminal Justice. North Central's Criminal Justice Certificate program supports the need of employees within Missouri's prison system. There are three prisons within a 50 mile radius of North Central Missouri College. The employees within these prisons pursue continuing education through the Criminal Justice Certificate program offered at NCMC. Since they are full-time workers, they attend NCMC part-time and do take a longer than normal time to complete the certificate. Some of these students do continue to pursue the AAS in Criminal Justice. To further attract more students and to

facilitate student retention in both the certificate and the AAS degree programs NCMC has initiated the process to move the courses online.

East Central College offers two programs: Fire Technology for local firefighters who have few other options for degree completion and Apprenticeship Training. Both of these two programs provide opportunity for small but important career niches in the state of Missouri. Enrollments and graduation rates are low, but consistent. ECC utilizes adjunct faculty for the Fire Technology program to minimize cost and there are no unique courses associated with the apprenticeship programs. Hence, it makes sense to continue both programs in light of the opportunities they provide for firefighters and for individuals possessing codified training in a trade.

Critical to mission (11%)

Institutions demonstrated that many of their programs in question supported their mission, for instance: Harris Stowe's Urban Affairs baccalaureate program. Harris Stowe's mission is to address the higher education needs of the metropolitan St. Louis region (Senate Bill 153). The urban affairs program's graduates are educated in both public and community services which represents one of the foci of their mission to meet the higher education needs of the metropolitan St. Louis region in urban specializations. Programs like their Urban Affairs B.S. program are critical to meeting their mission.

Another program originating from University of Central Missouri serves the needs of Skilled Technical Sciences teachers. This program not only meets a Unique need, but is in response to the Statewide Mission the CBHE assigned to UCM (1997). The program is a 2 + 2 program and targets "mid-career professionals who have worked in an occupation and are interested in pursuing a teaching degree...so they can teach in comprehensive high schools with career education programs, adult evening schools, and Federal Job Training Partnerships Act programs in their specialty area". This program also enjoys collaboration across the region offering both face-to-face and online classes in cooperation with other institutions offering B.S. degrees requiring certification.

External Funding

Many institutions have secured external funding and use that in combination with collaborative arrangements and or shared coursework and faculty making a low productivity program (by MDHE's chosen measures) cost effective and efficient. For instance: Three Rivers Community College has received a Trade Adjustment Assistance Community College and Career Training Grant that provides funding to community colleges for programs that can be completed in two years or less and are suited for workers who are eligible for training under the TAA for Workers program. The loss of program(s) on which the grant proposal was based could jeopardize the grant award and the funding does make the program cost efficient to TRCC and Missouri. The rationale to continue the program based on the external funding benefit is also combined with another rationale – the sharing of courses and faculty with other programs (AA transfer program in Agriculture, CIP 240101; Forestry Technology, CIP 030511; General Education Certificate, CIP 240102; and the two-year General Studies Certificate, CIP 240102).

Findings and recommendations from the original review can be found in the Statewide Academic Program Review Report to the Governor on the MDHE website at:

<http://www.dhe.mo.gov/documents/ProgramReviewSummaryReport.pdf>

Institutional Summary Reports

Four-year Sector

HARRIS-STOWE STATE UNIVERSITY

Summary Report

MDHE staff evaluated six programs for the follow-up review. Harris-Stowe identified one program for inactivation and the MDHE staff accepted the documentation and justifications from Harris-Stowe State University for the remaining five programs as listed in the table below.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Health Care Management	BS	<ul style="list-style-type: none"> • Mission critical • Supports other programs • Interdisciplinary program • External funding jeopardized • Underserved access • Unique need • Consortium program • Other: Development plan
Urban Education	BS	<ul style="list-style-type: none"> • Mission critical • Underserved access
Early Childhood	BS	<ul style="list-style-type: none"> • Mission critical • Shared courses and faculty • Demand • Underserved access • Unique need
Middle School/Junior High School	BS	<ul style="list-style-type: none"> • Mission critical • Shared courses and faculty • Underserved access
Secondary Education	BS	<ul style="list-style-type: none"> • Mission critical • Shared courses and faculty • Underserved access

LINCOLN UNIVERSITY

Summary Report

MDHE staff identified 17 programs for the three-year follow-up review. Lincoln University terminated two of these programs and one program now meets productivity criteria over the last three years. MDHE evaluated the remaining 15 for the three-year follow-up and accepted Lincoln University officials' documentation and justification for retaining these programs.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Early Childhood Care and Education	AAS	<ul style="list-style-type: none"> • Supports other programs • Shared courses and faculty • Underserved access • Unique need • Other: Collaborative program with Early Head Start
Agribusiness	BS	<ul style="list-style-type: none"> • Mission critical • External funding source will be jeopardized • Shares courses and faculty • Underserved access • Unique need
Agriculture	BS	<ul style="list-style-type: none"> • Mission critical • External funding source will be jeopardized • Demand • Underserved access
Chemistry	BS	<ul style="list-style-type: none"> • Mission critical • Demand • Underserved access
Civil Engineering Technology	BS	<ul style="list-style-type: none"> • Mission critical • Supports other programs • Shared courses and faculty • Student/Employer demand • Unique need • Other: Development plan
History	BA	<ul style="list-style-type: none"> • Supports other programs • Shared courses and faculty • External funding will be jeopardized • Unique need
Mathematics	BA/BS	<ul style="list-style-type: none"> • Mission critical • External funding will be jeopardized • Demand • Underserved access • Unique need
Medical Technology	BS	<ul style="list-style-type: none"> • Demand • No unique courses/no benefit to terminate • Other: Caring for Missourians Initiative • 3+1 program articulation
Middle School Education	B.S. Ed.	<ul style="list-style-type: none"> • Shared courses and faculty • Other: Development plan • Unique need in the region

Physics	BS	<ul style="list-style-type: none"> • Mission critical • Supports other programs • Demand
Political Science	BA	<ul style="list-style-type: none"> • External funding source will be jeopardized • Supports other programs • Underserved access • Other: Development plan
Sacred Music	BA	<ul style="list-style-type: none"> • Unique need • Supports other programs • Shared courses and faculty • Underserved access
History	MA	<ul style="list-style-type: none"> • Demand • Unique need
School Administration and Supervision	M.Ed.	<ul style="list-style-type: none"> • Shared courses and faculty • Demand • Underserved access • Unique need • Other: Development plan

MISSOURI WESTERN STATE UNIVERSITY

Summary Report

MDHE staff identified three programs for the follow-up review. Of these three, one met productivity criteria and MDHE accepted the justifications and documentation submitted by Missouri Western State University for the remaining two programs.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
French	BA	<ul style="list-style-type: none"> • Supports other programs • Consortium • Other: Development plan
English	BSE	<ul style="list-style-type: none"> • Critical to mission • Interdisciplinary • Shared courses and faculty

MISSOURI SOUTHERN STATE UNIVERSITY

Summary Report

MDHE staff identified seven programs for the three year follow-up review. Two programs now meet productivity requirements and one program has been inactivated until all currently enrolled students finish, at which time the program is to be terminated. MDHE accepted the documentation and justification for the remaining four low producing programs.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Environmental Health	BS	<ul style="list-style-type: none">• Unique need• Other: Developmental Plans
French	BA,BSE	<ul style="list-style-type: none">• Supports other programs• Other: Reorganization
Medical Technology	BS	<ul style="list-style-type: none">• Unique need• No unique courses
Criminal Justice	MA	<ul style="list-style-type: none">• Demand• Consortium

MISSOURI STATE UNIVERSITY

Summary Report

MDHE staff identified 20 programs for the three-year follow-up review, 15 of which now meet criteria and two which have been terminated. MDHE accepted the justifications provided by officials at Missouri State University to retain the remaining three programs.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Horticulture	BS	<ul style="list-style-type: none">• Interdisciplinary• Shares courses and faculty
Musical Theatre	BFA	<ul style="list-style-type: none">• Interdisciplinary• Shared courses and faculty• Unique need• Other: Development plan
Physics	BS	<ul style="list-style-type: none">• Supports other programs• Other: Curricular redesign; development plan• Student/Employer demand

MISSOURI UNIVERSITY of SCIENCE & TECHNOLOGY

Summary Report

MDHE staff identified six programs for the three-year follow-up review. Of the six programs, one now meets productivity criteria and five have been retained. MDHE has accepted the justifications with documentation provided by Missouri University of Science and Technology officials and recommends that they be retained.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Philosophy	B.A.	<ul style="list-style-type: none">• Mission critical• Shares courses and faculty• Other: Development plan
Aerospace Engineering	Ph.D.	<ul style="list-style-type: none">• Mission critical• Shared courses and faculty• Interdisciplinary program• Demand• Unique need• External funding will be jeopardized
Computer Engineering	Ph.D.	<ul style="list-style-type: none">• Shared courses and faculty
Computer Science	Ph.D.	<ul style="list-style-type: none">• Critical to mission• Shared courses and faculty• Unique need• Other: Strong masters degree; Development plan
Mathematics	Ph.D.	<ul style="list-style-type: none">• Mission critical• Supports other programs• Unique need• Other: Development plan

NORTHWEST MISSOURI STATE UNIVERSITY

Summary Report

MDHE staff identified 34 programs for the three-year follow-up review. Of those 34 programs, three now meet productivity criteria, four were deleted and 27 retained. Northwest Missouri State University officials provided sufficient justification and documentation to retain the remaining 27 programs. One program was left out of the overall count because originally it was not recorded by its program name – Teaching English Language Learners – and lacked the CIP code, however recently it became possible to track that program, but it was not included in the count. MDHE accepted the documentation and justifications provided by Northwest Missouri State University officials and recommends that the 27 low producing programs be retained.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Horticulture	BS	<ul style="list-style-type: none"> • Supports general education • Shares resources
Music	BME/ BSED	<ul style="list-style-type: none"> • Other: Transitioned From BSED to BME
Agricultural Education	BSEd	<ul style="list-style-type: none"> • Shares resources • Unique need • Interdisciplinary programs
Art	BSEd	<ul style="list-style-type: none"> • Shares resources • Critical to mission
English	BSEd	<ul style="list-style-type: none"> • Other: Revised program • Increase in graduation rates: 5.3 to 8 • Increased/steady enrollment
Mathematics	BSEd	<ul style="list-style-type: none"> • Critical to mission • Supports Gen Ed • Unique need • Shares resources
Unified Science, Biology	BSEd	<ul style="list-style-type: none"> • Critical to mission • Shares resources • Unique need (STEM)
Chemistry	BSEd	<ul style="list-style-type: none"> • Critical to mission • Shares resources • Unique need (STEM)
Foreign Language, Spanish	BSEd	<ul style="list-style-type: none"> • Critical to mission • Shares resources • Provides support to other programs
Speech and Theatre	BSEd	<ul style="list-style-type: none"> • Critical to mission • Shares resources • Unique need
Computer Science	BS	<ul style="list-style-type: none"> • Critical to mission • Increase in graduation rates: 4.7 to 8.3 • Employer demand • Support general education • Unique need • External funding will be jeopardized

Mathematics	BA/BS	<ul style="list-style-type: none"> • Critical to mission • Supports general education and programs • Employer demand
Philosophy	BA	<ul style="list-style-type: none"> • Interdisciplinary • Shares courses and faculty
Chemistry	BS	<ul style="list-style-type: none"> • Critical to mission • Supports general education • Shares courses • Unique need
Geology	BA/BS	<ul style="list-style-type: none"> • Supports general education • Unique need • Other
Public Administration	BS	<ul style="list-style-type: none"> • Shares courses • Supports other programs • Other
Economics	BS	<ul style="list-style-type: none"> • Other: Collaboration/ Consortium (MACE)
Theatre	BA/BS	<ul style="list-style-type: none"> • Other • Shares courses and faculty
Clinical Laboratory	BS	<ul style="list-style-type: none"> • Shares courses and faculty • Unique need • Other
Business Economics	BS	<ul style="list-style-type: none"> • Other—Collaboration (MACE)
International Business	BS	<ul style="list-style-type: none"> • Shares courses and faculty
Mathematics	MSEd	<ul style="list-style-type: none"> • Critical to mission • Unique need • Shares resources
English	MSEd	<ul style="list-style-type: none"> • Shares Courses • Unique Access • Unique need in geographic region
General Biology	MS	<ul style="list-style-type: none"> • Other • Supports other programs • Shares courses and faculty
Teaching Early Childhood Ed	MS Ed	<ul style="list-style-type: none"> • Critical to mission • Shares resources • Unique need
Elementary Education – Self Contained	MS Ed	<ul style="list-style-type: none"> • Critical to mission • Shares resources/courses/faculty
Agriculture	MS	<ul style="list-style-type: none"> • Shares courses and faculty • Unique need within geographic region

TRUMAN STATE UNIVERSITY

Summary Report

MDHE staff identified three programs for the three-year follow-up review. Truman State University officials provided justification and documentation supporting the retention of these three programs. The MDHE accepted the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by the MDHE
Biology	MS	<ul style="list-style-type: none">• Critical to mission• Shared courses and faculty• Interdisciplinary• Other: Recent reconfiguration, external funding
Russian	BA	<ul style="list-style-type: none">• Mission critical• Supports other programs• Interdisciplinary• Unique access to underserved population• Unique need in Nation
Classics	BA	<ul style="list-style-type: none">• Mission critical• Supports other programs• Interdisciplinary• Unique need

UNIVERSITY of MISSOURI–KANSAS CITY

Summary Report

MDHE staff identified five programs for the three-year follow-up review. Of those five, three now meet productivity criteria and two were retained with justification supported through documentation. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Information Technology	BS	<ul style="list-style-type: none">• Mission critical• Shared courses and faculty• Unique need• Other: Development plan; unique accreditation
Sociology	MA	<ul style="list-style-type: none">• Mission critical• Supports other programs

Institutional Reports

Two-year Sector

Crowder College

Summary Report

MDHE staff identified eight programs for the three-year follow-up review. Of these eight, one program was never activated and not included in the current count, two were internally inactivated, and five were retained with justification supported through documentation. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Industrial Technology	AAS	<ul style="list-style-type: none"> Other: Implemented strategic plan Grant funds
Paramedical Science	AAS	<ul style="list-style-type: none"> Other: Program has implemented strategic plan
Emergency Medical Technician	C0	<ul style="list-style-type: none"> Other: Program has implemented strategic plan
Auto Mechanics	C1	<ul style="list-style-type: none"> Other: Implemented strategic plan Shared Faculty/Resources Unique to region
Diesel Technology	C1	<ul style="list-style-type: none"> Market demand Other: Implemented strategic plan
Emergency Medical Technician	C1	<ul style="list-style-type: none"> Other: Implemented strategic plan

East Central College

Summary Report

MDHE staff identified nine programs for the three-year follow-up review. Of those nine, one now meets productivity criteria, two were deleted, and six were retained with appropriate documentation of justifications. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Para Educator	AAS	<ul style="list-style-type: none">• Unique Access• Unique need• Other: Modification
Apprenticeship Training	AAS	<ul style="list-style-type: none">•
Radiologic Technology	AAS	<ul style="list-style-type: none">• Critical to mission• Other: Partnership with Tech. Center• Shared resources, courses, and faculty
Fire Technology	AA, C	<ul style="list-style-type: none">• Student/employer demand• External funding will be jeopardized• Access for underserved population• Unique need
Building Construction Technology	AA, C	<ul style="list-style-type: none">• Partnership program with Career Center• Employer demand• Shared resources, courses, and faculty
Welding	AA, C	<ul style="list-style-type: none">• Partnership program with Career Center• Shared resources, courses, and faculty• Employer demand

Jefferson College

Summary Report

MDHE staff identified one program for the three-year follow-up review. That program was retained with appropriate documentation and justification. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Accounting Technology	C1-2	<ul style="list-style-type: none">• Supports general education• Shares courses and faculty

Missouri State University—West Plains

Summary Report

MDHE staff identified seven programs for the three-year follow-up review. Of the seven programs, one now meets productivity criteria and six were retained. Missouri State University – West Plains officials provided appropriate documentation for their justifications to retain the six programs. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Enology	AAS	<ul style="list-style-type: none">• Shares courses and faculty• Other: Consortium
General Technology	AAS	<ul style="list-style-type: none">• Other: Under revision• External funding
Law Enforcement	AAS	<ul style="list-style-type: none">• Unique need and Access• Other: Community collaboration• Other: No cost benefit to terminate
Viticulture	AAS	<ul style="list-style-type: none">• Other: Consortium agreement
Enology	C	<ul style="list-style-type: none">• Shares courses and faculty• Other: Consortium
Viticulture	Certificate	<ul style="list-style-type: none">• Other: Consortium agreement

Moberly Area Community College

Summary Report

MDHE staff identified three programs for the three-year follow-up review. Moberly Area Community College Officials provided appropriate documentation and justification to retain all three programs. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Business Accounting Technology	AAS	<ul style="list-style-type: none">• Supports general education• Other: Program expanded to a new site and began offering the program virtually in Fall 2009• Other Revision of Program
Marketing/Management	AAS	<ul style="list-style-type: none">• Supports general education• Shares courses and faculty• Other: Institution has recently implemented new strategies to assist in student retention
Marketing/Management	C1	<ul style="list-style-type: none">• Supports general education• Other: Program will be expanding to a new site and is now offering courses for the program web-synchronously• Other: Institution has recently implemented new strategies to assist in student retention

North Central Missouri College

Summary Report

MDHE staff identified two programs for the three-year follow-up review. North Central Missouri College provided adequate documentation and justification to retain both programs. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Criminal Justice	AAS	• Supports general education
Criminal Justice	C1	• Supports general education

St. Louis Community College

Summary Report

MDHE staff identified one program for the three-year follow-up review. That program was internally inactivated and is not presently offered.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Information Technology-Network Administrator	C1	• Shared courses and faculty

Three Rivers Community College

Summary Report

MDHE staff identified one program for the three-year follow-up review. Three Rivers Community College officials provided adequate documentation and justification to retain this program. The MDHE accepts the justifications.

Retained Programs and Justification for Retaining		
Program Title	Degree	Justifications Accepted by MDHE
Agricultural Systems	AAS	• Shared courses and faculty • Other: Institution has plans to improve recruitment and/or retention in development • External funding will be jeopardized